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**CRITERIA FOR SELECTION OF CIVILIAN EMPLOYEES
FOR ATTENDANCE AT THE INDUSTRIAL COLLEGE OF
THE ARMED FORCES**

The opportunity of having civilian employees attend The Industrial College of the Armed Forces affords an exceptional means of assuring that key civilian personnel are properly equipped to carry out high-level responsibilities in the management of national security. It is important that the necessary time and attention be devoted to the selection of nominees for this purpose, if an agency with assigned student spaces is to take full advantage of this outstanding opportunity. In the selection, the following criteria will be observed:

1. The employee must have an appointment without time limitation and must have a competitive status if employed in the competitive service.
2. The employee should hold a position, or have been selected for a later assignment to a position, which entails considerable decisionmaking responsibility in the management of national security resources including the related economic, social, political, environmental, technological, administrative, and military factors. Further, the employee's position should require him to have an understanding in depth of the principles, policies, operations, and organizations involved in national and international security affairs.
3. The employee must occupy a position in grade GS-15 or above. In a few instances, employees in grade GS-14 who have demonstrated an exceptionally high potential for advancement may be considered for selection.
4. The employee should be at least 35 years of age and preferably in the age bracket of 38 to 45 years.
5. The employee should possess the educational background, maturity, and poise to meet on an equal footing the military students (Army, Air Force, and Marine Corps Colonels and Lieutenant Colonels, and Navy Captains and Commanders) and civilian students of equivalent rank. Possession of a bachelor's degree or its equivalent has been found to be the normal minimum. In recent years the percentage of students possessing Masters or Doctors degrees has risen to above 50%.

6. The employee must have arrived at a point in his career development where the specific educational opportunity offered by the College is appropriate and desirable for his future development. Careful consideration should be given to the employee's probable future assignments and responsibilities and a judgment made concerning the applicability of the College's program to his development.

7. Because of the extremely broad scope of the College courses, employees nominated should have demonstrated a capacity to adjust themselves readily to a variety of substantive fields, to master complex subject matter quickly, and to appreciate the problems and understand the implications involved in economic, political, technological, administrative, and military planning.

8. One of the learning techniques used by the College is small group activity. Employees nominated for attendance should, therefore, have demonstrated an adaptability for work in small groups as an approach to the educational process.

9. The employee must have or be able to obtain clearance for access to Top Secret information.

10. The employee must desire to attend the College.